Leadership is Everyone's Business™

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Leadership is Everyone's Business

Welcome!

Introduction

Students and Staff

ROE

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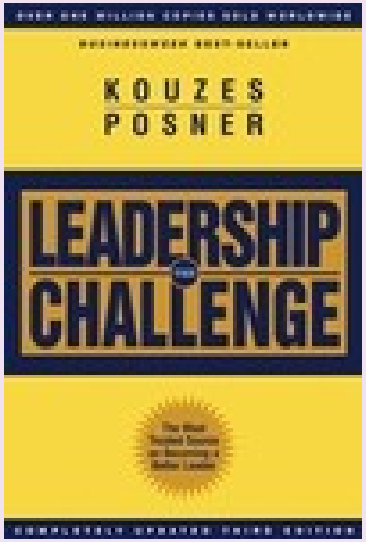

James M. Kouzes, Barry Z. Posner

- 1983, Grounded in extensive research w/ leaders at all levels, in public, private Sectors, and around the world
- Numerous awards and on New York *Times* Bestseller List for nearly 20 years

To Lead: to go, to travel, to guide…a journey!

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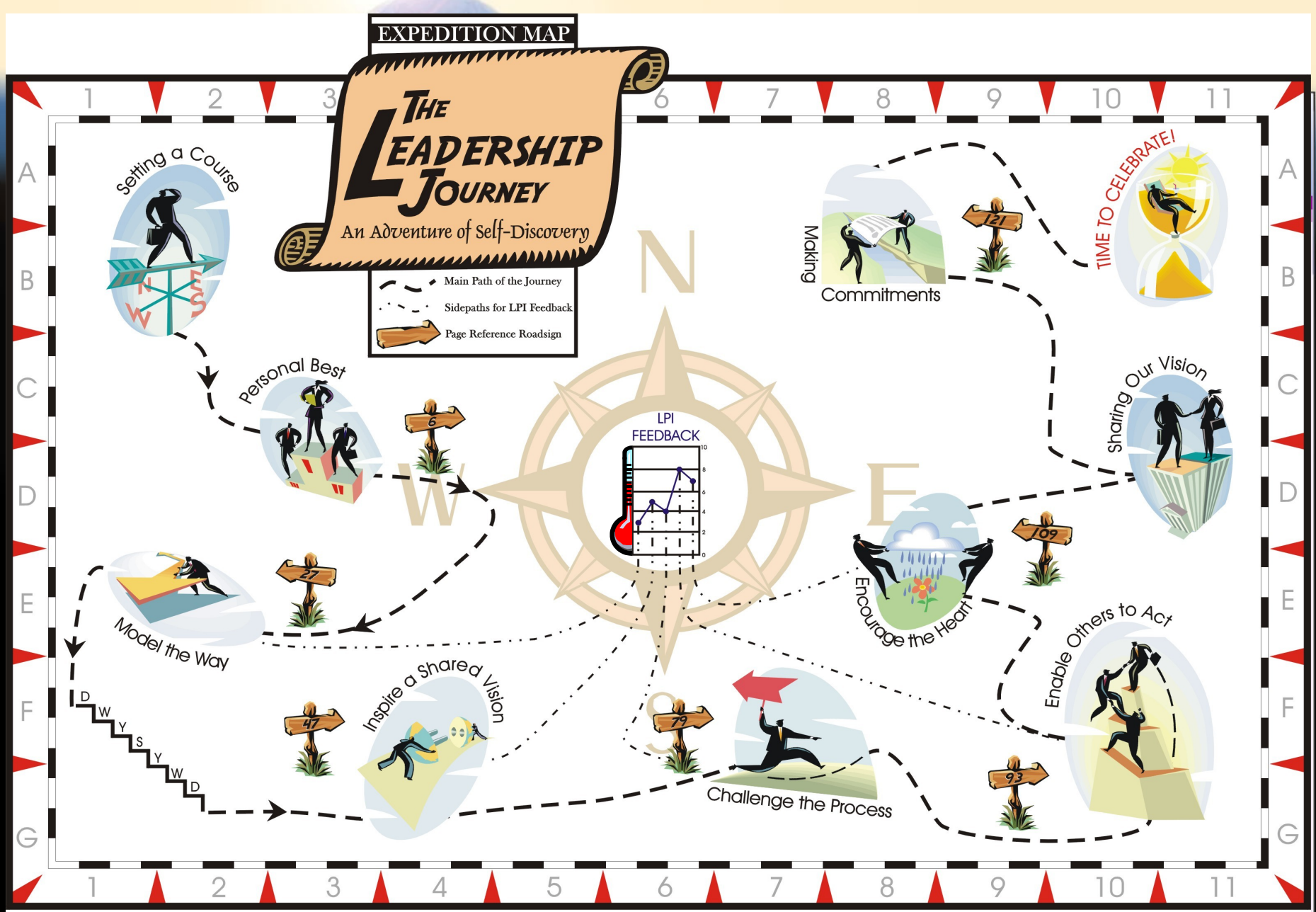

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Leadership is Everyone's Business

Lets start by defining Leadership...

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Director's Vision

- **Every employee has the potential to be a leader**
- **Leadership skills must accompany technical skills**
- **NGA wins by investing in our people!**

"Leadership is the art of motivating peopl to want to pursue shared aspirations!"

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“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

— Kouzes and Posner

Leadership is Everyone's Business

"**Develop Future Leaders.** We will prepare a leadership team for NGA's future. Our leadership developmental program encompasses all levels of the workforce who demonstrate excellence and commitment to NGA's vision."

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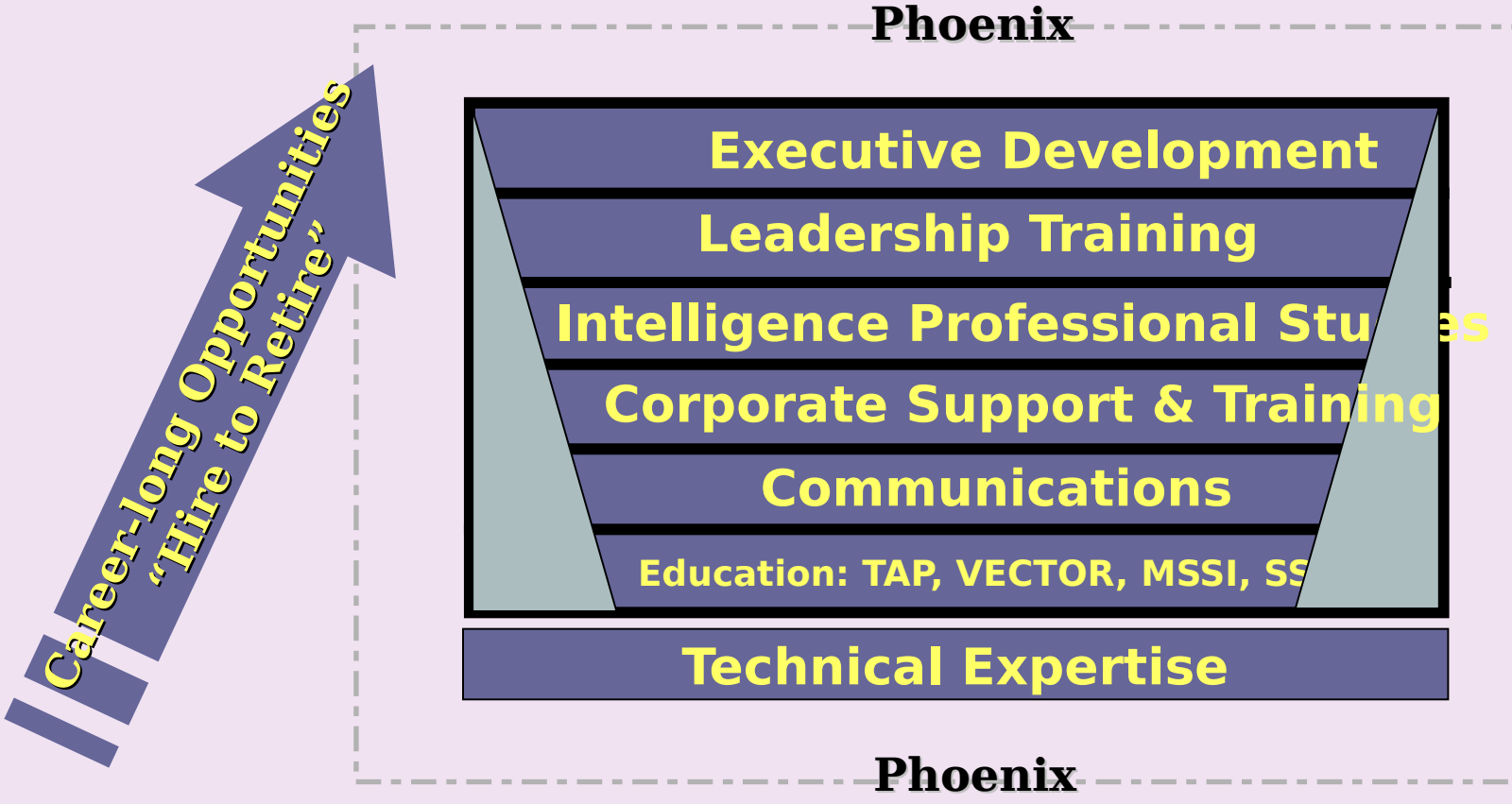
NGA's Leadership Training Continuum



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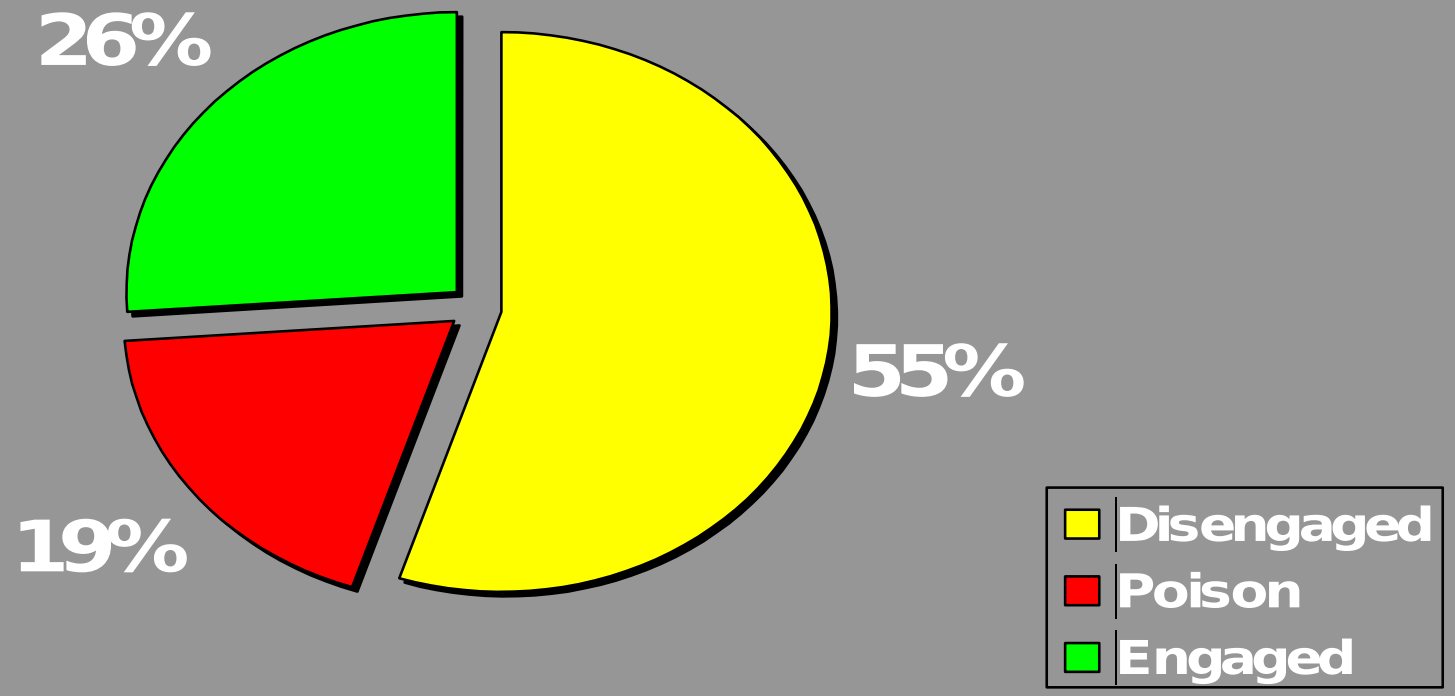
Gallup Survey 2001



First, Break All the Rules, Marcus Buckingham and Curt Coffman

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NGA's Whitewaters...

- Privatization
- TPC
- Demographics
- Name Change
- Separate Geographic Locations
- Credibility of Intel
- IA and GA Merger

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Leadership is action not a position…
Everyone leads…at home, in church
on the Little League field, and at work…

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Program Goals

As a result of participating in this program, you will be better able to:

- Understand the meaning and value of individual leadership.
- Identify your own existing leadership strengths and areas to improve.
- Develop your individual leadership practices.

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Program Goals (continued)

- Work effectively and productively in teams.
- Understand and support your organization's culture, its strategic direction and your contribution to NGA's success.
- Enjoy yourself !

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Management

-vs-

Leadership

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Management & Leadership

- **Planning & Budgeting**
- **Organizing & Staffing**
- **Controlling & Problem Solving**
- ***Produces predictability and order***

- **Establishing direction**
- **Aligning people**
- **Motivating & inspiring**
- ***Produces change!!!***

- ***A Force for Change,*** John Kotter

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Management/Leadership

Manage things and maintaining

(Manage Employees)

-vs-

Leading people and moving forward…

(Lead Volunteers)

Leadership is not about position power, it's about personal power. Its' about building relationships!

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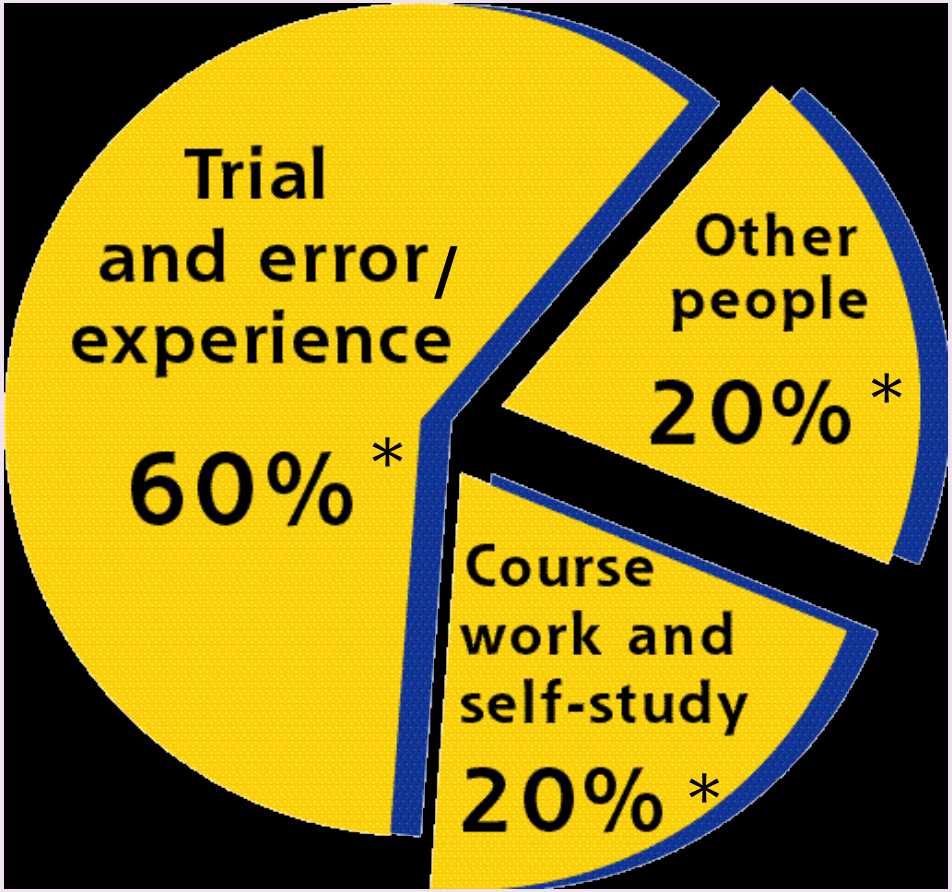
How We Learn



*Percentage of all learning

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If Experience is our Best Teacher…

First step today is…

Looking at our own experiences

Personal Best Stories

Something Exceptional Accomplishment

Tell Your story!

(Page 7 in workbooks)

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Practices of Exemplary Leaders

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

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Time to Make Some Noise…

- **Harley Davison Video…**
  - 1980, Japanese kicking HD tail
  - Losing market share while building a poor product
  - Vaughn Beals, President of HD says enough is enough!
- **Look for the 5 practices…**
  - Opportunities for innovation
  - How HD confronted change
  - How HD employees experiment,took risks and learned from their mistakes

(Page 11 in Workbooks)

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Lets Climb a Mountain…

- Don Bennett climbed to the top of Mt Rainer

  - First amputee to climb 14,400 foot mountain
  - Made it to 14,000 first time
  - Year later, ice field became challenge
  - “One hop at a time, no one can do it alone”
  - Daughter’s Impact

Encourage the Heart

- It’s about chipping holes in the ice to help each other across our ice fields and encouraging each other with words of support to continue to take the next step.
- Lets Start Now…
  - We have tokens
  - Look for opportunities

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Practices of Exemplary Leaders

- Model the Way
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Leadership Practice Inventory (LPI)

- Assessment tool….measures how often you are engaged in the five practices
- Doesn’t measure IQ, personal style nor personality…and it’s not a test
- Tool to identify where you’re most effective and where you need to improve
- 30 questions…6 for each of the 5 practices
- 5 columns and totals represent…?
- Left to Right…C, I, E, M, And EN
- Lower the score…less activity (12)
- Higher score…frequent activity (48)

(Scoring Worksheet and pages 13-16)

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LPI Continued

- Most score themselves highest in Modeling and Enabling
- Woman normally score themselves higher in Encouraging...Why?
- Where would others place you in each practice?
- How do others see you?
- Lets share our observations...

(Scoring Worksheet and pages 13-16)

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Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

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Encourage the Heart

- Easiest to do yet easiest to forget
- Root word of the word *encourage* is *courage* but what is root word for courage?
- "_ _ _ _ _" French for heart
- Emotional Bank account..deposits and withdrawals

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North American Tool and Die Video

- **Tom Melohn is the owner and champion of employee recognition and encouragement**
  - **1978 Tom and partners bought failing business in suburbs of San Francisco**
  - **25 years as consumer products executive, believes in "productivity through people"**
    - **Look for the opportunities**
    - **Look at the how recognition was given**
    - **Look for "trust" factors**

(Page 20 in workbooks)

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Recognizing Contributions

- Tie to standards or values
- Catch people doing things right
- Be creative with rewards
- Recognize in public
- Personalize the reward
- Tell the story
- Make it tangible

What was you most meaningful recognition?

(Page 22 in workbooks – LPI score)

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Enable Others to Act

- FAA, 10-year long study…why airplanes crash?
- Why do organizations crash?
- They both crash for the same reason…

  Lack of _ _ _ _ _ _ _ _ !

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Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen others by sharing power and discretion.

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Empowerment

The process of increasing an individual's belief in his or her effectiveness.

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Powerful Times, Powerless Times

What it means to be enabled and disabled…

- Time when a colleague or team member made you feel disabled…action and words that made you feel unimportant, powerless
- Time when a colleague or team member made you feel enable…empowered

(Page 28 in Work books)

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Strengthening Others

- Sharing Information
- Listening Actively
- Involving Others
- Giving Credit
- Allowing Discretion
- Teaching

(Page 30 in Work books)

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Vision Square

Grab your blindfolds and lets

make a perfect square!

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Ideas for Enabling Others to Act

- Use “We”
- Create Interaction, invite others to participate
- Keep people informed
- Ask people for their opinions and viewpoints
- Involve people in the initial planning stages
- Make heroes of other people…publicize team success

(LPI Scores – page 33, 35 in Workbooks)

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Model the Way

- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.

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Model the Way

- **Group Scores for Admired Leaders**

  - What does the data tells us?

  - Surprises?

  - Comments…

(Page 40 in Workbook)

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Characteristics of an Admired Leader

21%	Ambitious
40%	Broad-minded
20%	Caring
66%	**Competent**
20%	Cooperative
29%	Courageous
33%	Dependable
24%	Determined
42%	Fair-minded
71%	**Forward-looking**
88%	**Honest**
23%	Imaginative
6%	Independent
65%	**Inspiring**
47%	Intelligent
14%	Loyal
17%	Mature
8%	Self-controlled
34%	Straightforward
35%	Supportive

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Characteristics of Leaders...

- Honest
- Forward-looking
- Inspiring
- Competent

Taken Together = Source of Credibility

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Source of Credibility…

Our willingness to believe what another person says, is based on the extent of credibility we believe that person has…

- **Trustworthiness**
- **Expertise**
- **Dynamism**

We want leaders who are credible and visionary!

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Credibility is the Foundation…

Which leaders build their vision of the future…

- **People won't believe the message if they don't believe the messenger!**

So, what is credibility behaviorally?

- **What do people do, to be viewed as credible?**

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Credibility In Action…

DWYSYWD

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Write a Credo Memo…

- Your assignment…
  - 6 Month sabbatical w/o communications
  - Memo outlines how you would like the work center to run in your absence
  - Operating principals should help guide efforts during your absence

(Page 42 In Work book)

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Asian Tenet...

" If I cannot say what I mean, and I cannot do what I say, it is time to keep noble silence rather than contribute to misunderstanding"

- *Living personal and organizational values is an important contribution we all can make in moving forward*

- *Shared values make a positive difference in NGA*

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Shared Values Make a Difference

Our research shows that with shared values people feel:

- More personally successful.
- More committed to the organization and key stakeholders.
- More willing to work harder and longer hours.

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Shared Values (continued)

- Clearer about organizational values.
- Less personal and job stress.
- Organizational policies are guided by ethical standards.
- Organizational goals are important.

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Shared Values (continued)

How do we live the shared values through words of actions?

"_ _ _ _ _ _" speak louder than words!

And shared values help us through rough times too…

(Page 44 of Work Book)

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Small Wins...

- Breaking big jobs into small manageable chunks
- Finding ways for the whole team to succeed
  - Divide tasks into small chunks
  - Experiment continuously
  - Reduce items to essentials
  - Celebrate milestones

  Small wins = Continuous improvement

(Page 45 of Work Book, LPI on page 46)

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Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

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Inspire a Shared Vision

- **Vision is about having a mental, visual image of where we're going!**
  - Organizationally, professionally, personally
- **When we can't visualize the vision we impede progress**

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What is a Vision?

- Ideal
- Unique
- Future oriented
- Image
- Common purpose/common good

(Page 52 in Work Book)

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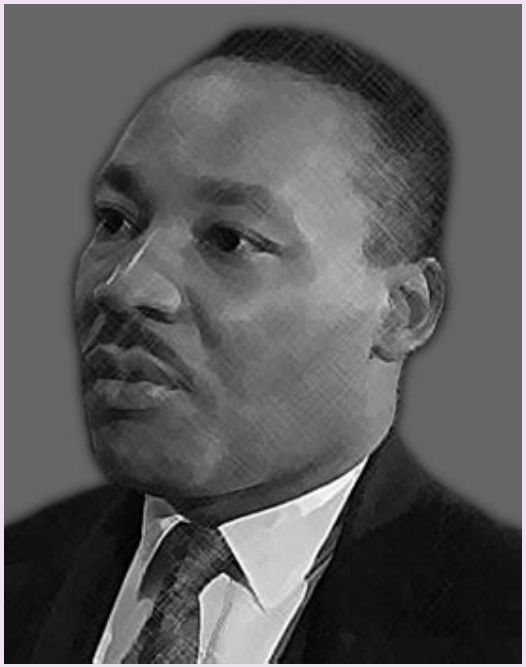
Martin Luther King Video...

I Have a Dream Speech

28 August 1963



(Page 53 in Work Book)

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Lets Visualize Our Future…

Your assignment…

- Build a new NGA logo/emblem
- Remember the tenants of a vision:

"An ideal and unique image of the future for a common good"

(Pages 55-57, LPI on 58)

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Challenge the Process

- Search for opportunities by seeking innovative ways to change,grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes.

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Gail Mayville Video…

Business case on challenging the process

1978, Ben & Jerry's Ice cream was a start up company…3 years later *Time* declare it the best ice cream in the world!

- **Waterbury, Vermont plant in danger of closing down….produced more waste than it could handle**
- **In steps Gail Mayville, administrative assist to the rescue**
- **Look for:**

  Opportunity for innovation

  Confronting change

  Risk taking and lesson learned along the way

(Page 64 in work books)

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Stretching Towards the Future…

- **Individual Activity: Recall a time you stretched yourself, or took a risk**
- **Small Groups: Discus you observations and use vision posters to leverage ideas on what needs to be challenge to move closer to the future end state.**

(Page 65-66, LPI - 69 in Work Book)

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What is Rewarding Gets Done

- Designing something new
- Discovering something new
- Exploring new places
- Solving a problem
- Learning something new

Source: M. Csikszentmihalyi

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Committing...

Leaders are learners!

- Leadership development is really self-development
- Musicians have instruments
- Engineers have computers
- Accountants have calculators
- **Leaders have themselves!**

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Committing…

Continued learning and personal growth through…

- Willingness to try new behaviors
- Willingness to stretch ourselves
- Willingness to fail and learn
- Willingness to take these practices back into the work centers

"To know and not do, is not to know"

(Page 76 In Work book)

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